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AUTHOR Herriot, Peter
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ABSTRACT

This book uses the ideas of change, career, and contract to develop a process framework for looking at people in organizations in the 1990s. Chapter 1 contains a figure that illustrates the process: an overall framework of time, the individual and the organization at the core with a psychological contract between them, and the business and social environments in which the organization and individual exist. Chapter 2 looks at the business environment. Chapter 3 considers organizations' expectations of employees. Chapter 4 examines great social movements that affect individuals' expectations and form the frame for the wide range of individual differences. Chapter 5 is devoted to the values necessary if balances are to be struck between organizational and individual expectations; it also discusses the state of the psychological contract in the United Kingdom. Chapter 6 seeks to explain this situation in terms of the strategic changes now sweeping through organizations. The remainder of the book explores how four contractual balances will be achieved by the organizational survivors of the 1990s: those between the organization's need for change and the individual's expectation of support (chapter 7); between loyalty and respect (chapter 8); between knowledge and tolerance (chapter 9); and between intelligence and trust (chapter 10). Chapter 11 suggests some career balances individuals may achieve. Author and subject indexes are provided. (YLB)

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